

# Raymond F. DuBois

- Director, Administration and Management,  
Office of the Secretary of Defense
- Deputy Under Secretary of Defense for  
Installations and Environment



In January 2001, Secretary Donald Rumsfeld asked Ray DuBois to assist with the transition, and in April 2001, appointed him Deputy Under Secretary of Defense for Installations and Environment. As such he manages the Department's military installations and environmental programs worldwide; an inventory of land area covering over 25 million acres, containing 600,000 structures and valued at over \$600 billion. His responsibilities include integrating installations and environmental requirements in the weapons acquisition process; privatization and outsourcing initiatives; managing infrastructure budgets and policies, including housing, energy, historic properties, base realignment and closure, and base reuse and economic adjustment. Additionally, he has responsibility for safety and occupational health; environmental restoration at active and closing bases; conservation of natural and cultural resources; pollution prevention; environmental research and technology; fire protection; and explosives safety.

In October 2002, Mr. DuBois was also appointed Director of Administration and Management, and the principal staff assistant to Secretary Rumsfeld on all manpower and organizational planning for the Office of the Secretary of Defense. Mr. DuBois is responsible for Washington Headquarters Services, a 2,300 employee agency where, as "mayor" of the Pentagon, he oversees all administrative services within the National Capitol Region, the Pentagon Force Protection Agency, and the \$4 billion Pentagon Renovation Program which will renovate the 6,500,000 square foot structure into a 21<sup>st</sup> century national defense headquarters.

From 1995 to 2000, DuBois was President of Potomac Strategies International which provided strategic management and financial support to companies worldwide in the aerospace, electronics, telecommunication and telemedicine industries. From 1990 to 1995 with Digital Equipment Corporation, he was Director of Strategic Plans and Policies of the Aerospace, Defense Electronics and Government Group and later Worldwide Marketing Director for the Defense Industries Group. DuBois also served as Director of Government Affairs for the National Education Corporation.

Mr. DuBois served in the U.S. Army from 1967 to 1969, including nearly thirteen months in Vietnam as a Combat Intelligence Operations Sergeant in the central highlands, where he was awarded the Army Commendation Medal. In 1976, while serving as the Deputy Under Secretary of the Army, he was awarded the Civilian Distinguished Service Medal. Mr. DuBois was graduated from Princeton University with an A.B.